



**REQUEST FOR QUALIFICATIONS
FOR A CULTURAL PARK THAT
INCLUDES AS A PART OF THE OVERALL
PROJECT A
WESTERN THEMED MUSEUM
AND AN
ADDITIONAL CULTURAL VENUE
ON CITY PROPERTY LOCATED IMMEDIATELY
NORTH AND WEST
OF THE LOLOMA TRANSIT CENTER
IN DOWNTOWN SCOTTSDALE, ARIZONA**

On or about January 13, 2012, the City issued a Request for Proposals (the “RFP”) inviting Proposals from Vendors to enter into a lease for the design, construction, operation, outfitting, programming and financing of a western art and history museum on City property located in downtown Scottsdale. No proposals were received as a part of that RFP process. The City now wishes to expand the vision and scope of that original RFP and is seeking creative proposals from Vendors for a cultural park that would include a western themed museum as a part of the larger cultural project with an additional cultural venue(s) located on City property north and west of the Loloma Transit Center in downtown Scottsdale.

REQUEST FOR QUALIFICATIONS FOR A CULTURAL PARK

I. OVERVIEW OF PROJECT

The City of Scottsdale ("City") issues this Request for Qualifications (the "RFQ") seeking experienced and qualified persons ("Vendor") to present a creative proposal for a downtown cultural park that would include a western themed museum plus an additional cultural venue that complements the museum (the "Project") and enhances the overall cultural experience provided by the cultural park. The cultural park project is to be located on a City owned parcel of real property that is north and west of the Loloma Transit Center.

The Cultural Park includes the 3 parcels identified on the Loloma Final Plat, Exhibit "A" to this RFQ, as the "Center Parcel," the "Cultural Parcel" and the "Expansion Parcel." The western themed museum will be located on the "Cultural Parcel" and the "Expansion Parcel". The additional cultural venue will be located to the south and west on the Center Parcel. These 3 parcels are together hereinafter called the "Loloma Parcel."

The City is seeking a Vendor who is best qualified to propose the most advantageous and creative way to develop the cultural park and has the qualifications to enter into a Contract with the City to fund, design, construct, operate and maintain the proposed cultural venues on the Loloma Parcel, as defined in Section II of this RFQ. The Vendor should be prepared to demonstrate how all tasks required to complete the Project can be accomplished most advantageously to the City and the Vendor.

The City will consider a public/private partnership for the design, construction, operation, maintenance and funding of the Project. Because of the uniqueness of the location and the challenges it presents for development, the City will give consideration to any number of variations on how the Project can best be accomplished. It is the City's preference that the entire cultural park project be developed and operated by one vendor, but the City will consider alternative proposals. These alternative proposals could include, but are not limited to, permitting the selected Vendor to contract or joint venture with others to fund, design, construct, operate and maintain either the western themed museum or the Center Parcel cultural venue, either as one package or as 2 separate development packages; or submitting a Statement of Qualifications (SOQ) for only 1 of the venues in the cultural park.

In general, the Statement of Qualifications should:

- Inform the City of the Vendor's qualifications for the development of this type of cultural project, including his experience at funding, designing, constructing, operating and maintaining the cultural venues he would propose for the cultural park.
- Describe the Vendor's creative yet marketable vision for what is called the Loloma Parcel (excluding the Loloma Transit Parcel), incorporating into the overall cultural theme of the cultural park a western themed museum and a complementary cultural venue and identify creative design approaches to maximize the quality of the Project.

- Inform the City of the nature, level, and structure of the participation the Vendor will request the City to provide in the development process, including design and construction, ongoing operations and maintenance, whether financial or otherwise. The City has reserved for City Council consideration the sum of \$7,500,000 for a western themed museum. The City has reserved no funds for the Center Parcel cultural venue beyond providing the Loloma Parcel. (If the Vendor proposes to contract for the design and construction of the Project itself, the City must approve the final design and the bid process must necessarily be competitive, similar in scope to that required of the City under Arizona Revised Statutes, Title 34.)
- The City will retain ownership of the Loloma Parcel throughout the term of the Contract with the Vendor. A portion of the City's contribution to the project is the use of the Loloma Parcel for the Project with no additional charge for the use of the land. If building improvements are constructed by the Vendor, upon issuance of Certificates of Occupancy, all such improvements will become the property of the City at no charge, but during the term of the Contract, the Vendor will have the right to occupy and use the land and improvements as will be set forth in the Contract. (The City's land cannot be used as collateral for Vendor financing.)
- Provide a feasible pro forma that demonstrates how each venue in the cultural project would succeed financially for the first 10 years of operation. Explain in detail the contingent protections that the Vendor will provide to the City should the Project not be completed or the Vendor's management of the Venue ends before the expiration of the Contract, including the disposition of any art collections, exhibitions, artifacts, or other personal property specific to each cultural venue.
- Outline how the Vendor would propose to fund, design, construct, operate and maintain the cultural venues on the Loloma Parcel, including the Vendor's financial contribution to the Project.
- Outline any costs that Vendor proposes would be assumed by the City including appraisals, infrastructure, design and construction, maintenance and project operational costs.
- Outline the proposal's community and economic benefits, emphasizing how the proposal would complement and support increased economic activity and tourism in Downtown Scottsdale while being compatible with the surrounding neighborhood.
- Provide sufficient detail to enable the City to make an informed selection of the Project proposal and how the Vendor will develop and operate the Project, whether independently or in cooperation with others or the City.
- Provide clear detail of the Vendor's plan for covering shortfalls in annual costs if the Project does not generate income sufficient to cover normal operating, maintenance, marketing expenses.
- Identify the parking issues that the proposed Project will create and how those parking issues will be resolved.

- If the Vendor proposes to design and construct one or more venues, he should describe the proposed timeline for the design and construction of each venue.

The City will review the SOQ's, interview the selected Vendors (not more than 3), and rank them in accordance with the scoring received from the selection committee. The top 3 will be placed on a short list and the SOQ ranked Number 1 will be presented to the City Council for approval. If City Council approval is given, the City will begin negotiations with the Vendor ranked Number 1 on the short list and will seek to negotiate a Contract for the Project. If the City is unable to negotiate successfully with the Vendor ranked Number 1, the SOQ ranked Number 2 will be taken to the City Council for approval. If City Council approval is given, the City will proceed to negotiate with the Vendor ranked Number 2 and so on down the short list until the City is able to negotiate a Contract it believes is most advantageous to the City. The City reserves the right to reject any and all Statements of Qualifications or to withdraw this RFQ at any time if it is determined to be most advantageous to the City.

Statement of Qualifications Deadline: Statements of Qualifications must be delivered to City no later than 10:00 a.m. on July 24, 2012.

Contacts: SOQ's should be addressed and delivered to City at:

Rob Millar
Strategic Programs Manager
Business & Economic Vitality
4012 N. 75th Street
Suite 102
Scottsdale, Arizona 85251
(480) 312-2533
Fax: (480) 312-2672

All other contacts and inquiries concerning this RFQ should be addressed in writing to the same address.

II. NATURE OF THE PROJECT

2.1 The Western Themed Museum Venue.

The first part of the proposed Project is to be a modern, first-class storytelling western themed museum which is open to the public, serving as an attraction to visitors, an amenity to residents, an educational institution, and a center of culture. A "modern" and "first-class" museum is defined in the AAM'S document entitled, *Characteristics of Excellence for U.S. Museum*, and can be located at <http://www.aam-us.org/aboutmuseums/standards/upload/Characteristics-of-Excellence-reg-and-pe.pdf>. The museum is to be located on the "Cultural Parcel" and the "Expansion Parcel," as shown on Exhibit "A" to this RFQ. The museum is expected to showcase art, culture and traditions of the West reflecting traditions of the region and responding to visitors' desire to "Experience the West." This is to be accomplished through western art and

history, photographs and artifacts, interpretive and public programs through permanent and changing exhibits, media, interpretive ideas, educational programs and programmatic tie-ins to other institutions.

The traditions of the West time period span is immense from the Hohokam people and their irrigation canals, art and architecture to modernist painters, photographers, architects and environmentalists; what was once frontier has been transformed into the New West. The visitors' experience will recount the history of the West and the interaction of the various personas-all through the eyes of the artists and artifacts of the cultures and stories of the people.

In 2006 the City funded a feasibility study for a western art and history museum in downtown Scottsdale. A copy of the study is located online at www.scottsdaleaz.gov/Assets/Public+Website/economics/economics+images/Museum+of+the+West+Feasibility+Study.pdf

On September 9, 2008, the City Council adopted Ordinance No. 3805 approving the Amended Site Development Standards as outlined in zoning case number 2-ZN-2000#3 for the western museum on the Cultural and Expansion Parcels. The City Council report for this zoning case is online at www.scottsdaleaz.gov/Asset22853.aspx

In 2009 the City Council adopted the Downtown Plan Update which is a planning document that identified various visions, values, goals and policies for the area and included a western heritage museum. The document is online at www.scottsdaleaz.gov/Assets/Public+Website/Planning/DTPlan2009Complete.pdf

On March 29, 2011 the Downtown Task Force recommendations were presented to City Council. The recommendations included a list of physical improvements to Downtown, one of which was a western heritage museum. The report is online at www.scottsdaleaz.gov/asset39395.aspx

The Vendor may elect to use the provisions of this 2006 Feasibility Study and subsequent work as a basis for his proposal in the SOQ, but is free to submit an alternative proposal for his vision of a western themed museum. Any such alternative proposal should include a marketing study specific to that proposal and presentation of information concerning outreach to the community and the neighborhood.

2.2 The Center Parcel Cultural Venue.

For the second part of the proposed Project, the City is seeking a creative yet marketable proposal for a cultural attraction that stands on its own but is complementary to the western themed museum. It is to be constructed on the "Center Parcel." It should not directly compete in the same market with the western themed museum. While the City believes that a western theme incorporating historic, cultural, or recreational attractions may yield the highest benefit for Downtown Scottsdale, the City will consider a variety of designs and uses, but will not consider any proposal that is not a cultural venue or that would include residential, multifamily or retail/office development. The proposal should include a marketing study specific to that proposal and presentation of information concerning outreach to the community and the neighborhood. The Vendor should provide his best suggested plan for accomplishing

this portion of the Project that is most advantageous to the City and the economic vitality of Downtown Scottsdale. Parking is an issue in downtown Scottsdale and the Vendor will be expected to provide solutions for the parking necessary for the overall cultural park being proposed. (The Project will necessarily include the demolition and relocation of the Sagebrush Theatre to a more suitable location.)

III. DESCRIPTION OF PROJECT SITE AND ENVIRONS

- 3 Description of Project Site and Environs. All SOQ's and proposals will be subject to full regulatory review and approval processes. City provides the following information, without warranty, about the project site and its environs:

3.1 Arizona Market. The Project site is located within Maricopa County, State of Arizona, which is one of the fastest growing states in the country, populated by a vibrant workforce attracted to quality jobs and quality of life. The 2010 census reported the state's population as 6.4 million people with a median age of 35.9 years old. More information can be found at www.azcommerce.com, www.azcommerce.com/facts-and-figures/az-at-a-glance.aspx

3.1.1 The Arizona Office of Tourism's core brand promise for Arizona states: Inspiring Unforgettable Southwest Moments. More information can be found at www.azot.gov, www.arizonaguide.com

3.1.2 The Arizona Commission on the Arts is an agency of the State of Arizona that provides grants, programs, services and leadership in support of arts and arts education programs. In partnership with arts organizations, schools, festivals and individual artists, the organization endeavors to celebrate Arizona's diverse communities and rich cultural traditions, inspire creativity, grow local economies and enhance quality of life for all Arizonans. More information can be found at www.azarts.gov

3.2 Regional Market. The project site is located within the City of Scottsdale, Maricopa County, which is an epicenter of sunshine. The City is seeking to build a vibrant eclectic cultural scene and capitalize on its westernness with the western museum and the additional cultural venue.

3.2.1 The Greater Phoenix area enjoys an average of 321 days of sunshine each year. The Greater Phoenix area also enjoys a high quality of life and low cost of living and offers an ideal location for global business. More information can be found at www.gpec.org

3.2.2 Additional information about Maricopa County is available at www.maricopa.gov

3.3 Scottsdale Market. The project site is located in the downtown area within the City of Scottsdale which is a vibrant city known as "The West's Most Western Town" and a world-class tourist destination. Shopping, dining, art and special events at venues like WestWorld and the Tournament Players Club make Scottsdale a great place to live and visit.

- 3.3.1 The Scottsdale Convention and Visitors Bureau's website states: "In the heart of the Sonoran Desert, Scottsdale welcomes you with the energy of a sophisticated city on the move, the charm and hospitality of days gone by, and a breathtaking landscape that will inspire you to vacation-induced bliss.

By day, our sunny skies and lush desert setting create an ideal backdrop for outdoor adventures, championship golf, relaxing spa treatments and upscale shopping. By night, acclaimed chefs, ArtWalks and dozens of wine bars, lounges and performing arts venues await, and, throughout your stay, our resorts and hotels will pamper you with plush accommodations and the exceptional customer service for which Scottsdale is so well known." More information can be found at www.scottsdalecvb.com.

- 3.3.2 WestWorld is Scottsdale's world-class equestrian and event venue. More information about WestWorld can be found at www.scottsdaleaz.gov/WestWorld

- 3.3.3 Scottsdale's Tournament Players Club PGA Waste Management Phoenix Open golf tournament has the highest attendance of any tournament in the world and is a fan-favorite. TPC Scottsdale is a masterful blend of challenge and playability - compelling the sport's top players and recreational golfers alike. More information about Scottsdale's Tournament Players Club can be found at www.tpc.com/tpc-scottsdale

- 3.4 Downtown Scottsdale Characteristics. The project site is located within downtown Scottsdale on what is called the Loloma Parcel as shown on Exhibit "A" to this RFQ. A graphic showing the general layout of downtown Scottsdale is located online at [www.scottsdaleaz.gov/ Assets/Public+Website/projects/downtown/Downtown Map.pdf](http://www.scottsdaleaz.gov/Assets/Public+Website/projects/downtown/Downtown_Map.pdf). Downtown Scottsdale is one of the most acclaimed entertainment and shopping areas in Arizona, enjoyed by locals and tourists alike. The area features an eclectic mix of art galleries, specialty retail, upscale dining, nightlife, live music and cultural attractions.

- 3.4.1 More information about downtown can be found at www.scottsdaleaz.gov/downtown, www.scottsdaledowntown.com.

- 3.4.2 More information about the districts in the Scottsdale downtown area can be found at www.scottsdaleaz.gov/downtown/visitscottsdale/dtdistricts.

- 3.4.3 The City provides free trolley service in the southern part of Scottsdale on 3 connected routes. The trolley system is used extensively (approximately one million annual riders) by local residents and tourists. From December through March, a fourth Hospitality Trolley Route is activated to connect resort visitors to events including the renowned Barrett-Jackson Auto Auction and the PGA's Phoenix Open at Scottsdale's Tournament Players Club. More information can be found at <http://www.scottsdaleaz.gov/trolley>.

- 3.4.4 Art and culture are important components of Scottsdale's community. The Scottsdale Cultural Council administers the City's arts program via the Scottsdale Center for Performing Arts, Scottsdale Museum of Contemporary Art and Scottsdale Public Art. Public Art pieces are displayed throughout

downtown. More information can be found at www.scottsdalearts.org,
www.scottsdaleperformingarts.org, www.smoca.org,
www.scottsdalepublicart.org.

3.4.5 Scottsdale has a vibrant art scene, the Scottsdale Gallery Association's website states: Internationally known as a mecca for art collectors, Scottsdale is home to more than 100 galleries. The Scottsdale Gallery Association was formed by professional art dealers to promote these fine art galleries and their weekly ArtWalks. Dedicated to exhibiting the finest visual art from all over the world, the galleries offer a dazzling and diverse array of work in a wide variety of media. SGA members strive to make art accessible to all; from the serious art collector---to the casual art appreciator. By funding arts projects in local schools, the SGA has become an important partner in the education of our community's youth. More information can be found at www.scottsdalegalleries.com.

3.4.6 Approximately 120 special events are held in downtown Scottsdale each year such as ESPN's live broadcasts during the Fiesta and BCS college bowl game weeks and P.F. Chang's Rock and Roll Marathon.

3.5 Site Characteristics. The project site consists of a parcel of land called the Loloma Parcel. The vacant Transit Center is on the southeast corner and the Stagebrush Theatre is on the southwest side of the land. A graphic showing the general layout of the project site is located online at www.scottsdaleaz.gov/Assets/Public+Website/economics/Loloma.pdf. The proposed Project venues are intended to fit within the project site. A plat map is located online at www.scottsdaleaz.gov/Assets/Public+Website/economics/Loloma.pdf and Exhibit "A" to this RFQ.

3.5.1 The project site enjoys the following characteristics relevant to the proposed project:

The project site is located south of the intersection of East Main Street and North Marshall Way. It is bounded on the east by Marshall Way, on the south by Second Street, on the west by Goldwater Blvd. and on the north by the Gateway@Main Street, a Luxury Condominium Complex, identified on Exhibit "A" as the Annex Parcel and by the Alley East Parcel. It has easy access to some public parking. It is in the heart of Scottsdale's historic downtown. This area is home to the Gallery and Old Town Districts, known for their arts and cultural amenities, historic buildings, retail and dining establishments. Additionally, the site is north of the Scottsdale Artist School, offering opportunities for collaboration in educational activities and programs. It is also surrounded by multimillion dollar mixed use residential and retail development. There are approximately 18,000 residents within one mile of the site.

3.5.2 Existing utilities in the area include water, sewer, electric, phone, cable and gas; Vendor is responsible for determining location, capacity and extension requirements and associated fees to accommodate the Project.

3.5.3 The area is served by some existing parking and level staging area; Vendor is responsible to determine the parking requirements specific to their project.

- 3.5.4 The area is served by easy vehicular access.
- 3.5.5 Construction of the cultural venue on the Center Parcel will necessarily require the demolition and relocation of the Stagebrush Theatre.
- 3.5.6 Parcel size: The City makes no warranty as to the actual square footage of any parcel.
- 3.6 Regulatory Requirements. Development of this Project will require rezoning of all 3 Loloma Parcels. All proposals will be subject to full regulatory review and approval processes.
 - 3.6.1 Additional information about the regulatory status of the project site may be available from the following sources:
 - 3.6.1.1 The City of Scottsdale planning department, city clerk and other departments www.ScottsdaleAz.gov.
 - 3.6.1.2 Maricopa county www.Maricopa.gov.
 - 3.6.2 Operations are subject to City of Scottsdale codes, ordinances, policies and other rules.
- 3.7 Site Legal Status. Additional information about legal issues relevant to the proposed project may be available from the following government offices and other sources:
 - 3.7.1 The office of the Maricopa County Recorder www.Maricopa.gov.
 - 3.7.2 City of Scottsdale, www.ScottsdaleAz.gov.
- 3.8 Potential Future Phase. The Transit Parcel located on the southeast corner of the larger parcel is approximately 73,000 square feet. The Transit Parcel presents possible future expansion opportunities for the Project as follows:
 - 3.8.1 The Transit Parcel currently has an obligation to the United States of America through the Federal Transit Authority. The improvement on the Transit Parcel is currently a vacant building and is not available for use at this time. The City has made application to FTA for transfer of the grant obligation to another project. In the future the building is expected to be available and is now pending an FTA decision regarding removal and/or satisfaction of a Federal Transit Administration grant obligation.
 - 3.8.2 If the future expansion is realized, the City would like the "Transit Parcel" and Transit Facility to be incorporated into an overall concept as an expansion of the cultural park Project. Details of any expansion will be agreed upon by the City and the Vendor before implementation although the Vendor may submit proposals that contain the Vendor's preliminary visions for this site. The expansion would be contingent upon the successful removal of the Federal Transit Authority obligation on the Transit Parcel and Facility.

- 3.8.3 The Transit Parcel's Federal restrictions do not prevent use of the Transit Parcel for outdoor activities, performances, gathering/staging area and turnaround for bus loading.
- 3.8.4 If the federal transit obligation were to be released and the Transit Center Parcel were to be added to the Development Contract, then the City's contribution toward any potential future expansion will not exceed the existing Transit Building and the "Transit Parcel", ownership of which will remain with the City.

IV. CITY GOALS

- 4 City Goals. City's purpose in issuing this RFQ is to encourage the design, construction and operation of a quality, environmentally sensitive new cultural park in Downtown Scottsdale that includes a western themed museum and a new cultural venue. The City's preference is to contract with a Vendor who can fund, design, construct, operate and maintain these venues or contract out the funding, development, operation and maintenance of one of these separate but complementary cultural venues, but as stated in the Section I, Overview of Project, the City will consider other options. No residential, multifamily or retail/office development will be permitted as a part of this Project.

Proposals will be reviewed with the following goals as a guideline. It is the hope of the City that it will receive at least 2 competing Statements of Qualifications from which to choose. Conformance to these goals will be of importance when selecting the finalists for the interviews:

- 4.1 Service and Operation Goals. The City's goal is to provide high quality cultural venues in downtown Scottsdale as previously described.

- 4.1.1 The Western Museum. To guide program development, key interpretive goals should be centered on the visitor:

- 4.1.1.1 Showcase the West and why it matters to a global audience.

- 4.1.1.2 Respond to visitors seeking to "Experience the West".

- 4.1.1.2.1 Present the untold stories of the West.

- 4.1.1.2.2 Unmask the myths and realities of the West.

- 4.1.1.2.3 Explore the frontiers of the Old West and the New West.

- 4.1.1.2.4 Present exciting encounters with the authentic West in interactive and engaging exhibits.

- 4.1.1.2.5 Communicate the stories of Scottsdale and the West.

- 4.1.1.3 Present the art of the West:

- 4.1.1.3.1 Draw on the art of those who have claimed the West

throughout our history and to reveal how Arizona and the West were defined and appropriated. Art can include artifacts, media, photography, memorabilia, and publications as a part of a collection of objects that the museum holds in trust for the public. It is desirable that the western museum should be accredited with the American Association of Museums within 10 years of opening.

4.1.1.4 Provide educational programs for school children that relate directly to the K-12 education Standards of Arizona Department of Education and additional programs for all age-groups.

4.1.1.4.1 Present learners with an array of experience-based opportunities.

4.1.1.5 Use a rich palette of exhibition practices drawn from theater, entertainment, new technologies, storytelling and media.

4.1.1.6 Be a welcoming, hospitable place for visitors.

4.1.1.7 Be a cultural center in the community.

4.1.1.8 Be a good neighbor and positive influence to Downtown businesses and significantly increase visitor traffic to the area.

4.1.2 The Center Parcel Cultural Venue. The City has no preconceived ideas as to what this cultural venue should be. It may be designed and operated to meet any number of different tastes and cultural interests.

4.1.2.1 The design of the Center Parcel cultural venue should be compatible with and complementary to Downtown Scottsdale as the West's most Western Town.

4.1.2.2 The cultural venue should be a highly marketable attraction to Downtown Scottsdale for both residents and tourists alike.

4.1.2.3 Significant thought and planning must be given to provide adequate parking.

4.1.2.4 It should not directly compete in the same market with the museum.

4.2 Financial Goals. Financial goals for the Project include:

The City has reserved for City Council consideration the sum of \$7,500,000 toward the cost of the design and construction of a western museum. As of the date of this RFQ, no City funds have been reserved for the Center Parcel cultural venue. The City's contribution, if any, to each venue will be carefully tracked to assure that the allocated funds are properly credited to each venue. In addition, the City will contribute the project site and ownership will be retained by the City. No rent will be charged for this use, but if the Vendor designs and constructs the building improvements, all such improvements, upon issuance of Certificates of Occupancy, will become the property

of the City at no additional charge, but during the term of the Contract, the Vendor will have the right to occupy and use the land and improvements as will be set forth in the Contract. (The City's land cannot be used as collateral for Vendor financing.)

4.2.1 The following paragraphs further explain the City's goals:

4.2.1.1 Except for funds committed by the City, it is the City's preference not to bear any other obligations or responsibilities for constructing capital improvements, furnishing, operating, maintaining or repairing the western themed museum or the Center Parcel cultural venue. Any expenditure over any City maximum contribution will be the responsibility of the Vendor.

4.2.1.2 The Project is expected to provide a maximum return on the City's investment as identified by measurable factors including economic impact in the form of increased sales tax revenues from sources such as ticket sales, retail sales and hotel room nights.

4.2.1.3 Vendor is expected to be responsible for any future capital expansion funding.

4.2.1.4 Vendor is expected to be responsible for all advertising for each cultural venue. The advertising must comply with the City's Administrative Regulations on advertising as it relates to City property or events.

4.3 Downtown Goals. City has a goal of increasing the cultural opportunities for various types of cultural events in Downtown Scottsdale that will positively impact the surrounding merchants/galleries, energizing the area and creating economic development and incremental revenues for the downtown merchants.

4.3.1 Downtown Plan Update vision statement: Downtown Scottsdale is where the new west meets the old west.

4.3.2 Downtown Plan Update vision: Comprised of its unique neighborhoods, downtown Scottsdale is a dynamic city center which recognizes its western heritage while boldly looking to its metropolitan future.

4.3.3 Downtown Plan Update goal: Invest in current and create new opportunities to advance downtown Scottsdale as a cultural hub with regional, national and international significance.

4.3.4 Downtown Plan Update goal: Support downtown's economic role as a hub for the arts, music, theatre, retailing, entertainment and tourism events.

4.3.5 Downtown Plan Update policy: Preserve and enhance the character and scale of Old Town with new development and redevelopment that reflects its western theme.

4.4 Design and Construction Goals. City has a goal of complementing and enhancing the surrounding area with this cultural project including cost effective modern functionality,

interesting architecture and intellectually stimulating structures within a specified timeframe and budget.

- 4.4.1 The 2006 Feasibility Study for the Western Museum suggested specific building parameters. If the Vendor proposes to design and construct the museum, the Vendor may use these parameters as a part of his SOQ or he may present alternative building parameters based on his suggested concept and design.
- 4.4.2 The Center Parcel cultural venue will be constructed by the Vendor on the Center Parcel of the Loloma site, consisting of approximately 85,000 square feet. The City will expect that this cultural venue will comply with this goal and will be a significant addition to Downtown Scottsdale and complement the western themed museum. (The project will necessarily include the demolition and relocation of the Stagebrush Theatre to a more suitable location.)
- 4.5 Construction Timing Goals. If the Vendor proposes to design and construct one or more venues, he should describe the proposed timeline for the design and construction of each venue. Selection of design consultants and award of construction contracts, if not carried out by the City, must include a competitive bid process, similar in scope with the bid processes required of the City (A.R.S., Title 34).
- 4.6 Vendor Qualification Goals. City has a goal of entering into a Contract with an experienced and qualified Vendor. The Vendor will be evaluated based on the criteria listed in the Competitive Factors, Section VII of this RFQ.
- 4.7 Percent for Arts. The City has a public art requirement equal to 1% of the building valuation. Respondents must address this requirement in their SOQ.

V. PROCESS

- 5 Process. This RFQ will be conducted in the following manner:

- 5.1 Timeline schedule:

- 5.1.1 Distribution/posting of RFQ, May 25, 2012
- 5.1.2 Pre-submittal and site visit, June 15, 2012
- 5.1.3 Deadline for Vendor questions June 22, 2012
- 5.1.4 Deadline for City to respond to questions, June 28, 2012
- 5.1.5 Distribution/posting of addendums or other City response to Vendors' questions (if any) July 5, 2012
- 5.1.6 Deadline for submission of Statements of Qualifications, July 24, 2012 not later than 10:00 a.m.
- 5.1.7 Opening Statements of Qualifications at 10:01 a.m. on July 24, 2012

- 5.1.8 Selection panel meets and conducts respondent interviews and chooses proposal to recommend beginning on August 3, 2012.
- 5.1.9 Action by City Council on August 27, 2012.
- 5.2 Pre-submittal Meeting. A pre-submittal meeting will be held on June 15, 2012 for any Vendor contemplating the submittal of a SOQ. Unless otherwise specified by City in writing, any pre-submittal meeting will be conducted as follows:
 - 5.2.1 All Vendors are highly encouraged to attend any scheduled pre-submittal meeting.
 - 5.2.2 The meeting will begin at 10 a.m.
 - 5.2.3 The meeting location is in the City of Scottsdale's Economic Vitality Conference Room at 4021 N 75 Street, Scottsdale, Arizona 85251.
- 5.3 Submittal Questions. The timeline calls for potential Vendors to ask questions regarding the requirements of this RFQ, if any, as follows:
 - 5.3.1 Vendor questions must be in writing and submitted to Rob Millar at Rmillar@scottsdaleaz.gov not later than June 22, 2012.
 - 5.3.2 Vendor questions will only be made public at the time of the City's response to Vendor questions, if the City elects to answer the question.
 - 5.3.3 Vendors may ask questions on any aspect of this RFQ.
 - 5.3.4 Vendor questions should be submitted in the following format:
 - 5.3.4.1 The name of the Vendor.
 - 5.3.4.2 The date.
 - 5.3.4.3 If possible, a succinct, numbered question related to a specific section in the RFQ or a question related to a point of concern in the RFQ. Vendors should confine their questions to a numbered list of specific RFQ numbered paragraphs or points of concern.
 - 5.3.5 Vendors should not prepare proposed legal documents.
- 5.4 Statement of Qualification Delivery. Statements of Qualifications must be hand delivered or sent by US Mail or commercial courier. Telephone, email or facsimile Statements will not be accepted. Late Statements will not be accepted. Statements delivered by mail or courier may be delayed in City's mail screening process. Vendors using these methods should allow several extra days leeway to ensure that their SOQ's arrive at the stated address before the deadline. City will not be responsible for premature opening of a SOQ that is not properly addressed and identified.
- 5.5 Copies. Submit 9 copies of your SOQ in a sealed package marked "Loloma Parcel RFQ".

- 5.6 Opening and Disclosure of Statements of Qualifications. Immediately after the submittal deadline, City will open the SOQ's and announce the names of the Vendors submitting SOQ's. SOQ's submitted shall not be considered confidential and no information contained therein shall be treated by City as confidential, proprietary, or trade secret information. However, no information will be released at the time of SOQ opening other than the name identifying the Vendor submitting the SOQ. No SOQ's will be released to the public until after a selection has been made by the City Council and a Contract has been negotiated and approved by the City Council. No additional information may be submitted as a part of a Vendor's submittal after the Opening Date unless the City provides an addendum to the RFQ allowing Vendors to supplement their submission.
- 5.7 Statement Consideration. Statements of Qualifications will be considered and processed in the following manner:
- 5.7.1 A selection panel consisting of City staff and/or external experts will review the Statements and select 1 or more SOQ's to recommend for the short list. The selection and evaluation process will be managed by the Business and Economic Vitality and Capital Project Management departments. Other City staff, private consultants, citizen board members, and other resources may be invited to participate in evaluating the SOQ's. Names of those on the selection panel will be kept confidential by the City.
 - 5.7.2 If there is more than 1 SOQ submitted, the selection panel may select not more than 3 SOQ's and shall short list them in rank order from 1 to 3, with 1 being the preferred Statement of Qualifications.
 - 5.7.3 The City reserves the right to condition the recommendation of any Vendor's SOQ upon any of the following:
 - 5.7.3.1 For purposes of clarification or explanation, the Vendor's submission of additional and revised information and materials, whether or not specified in this RFQ.
 - 5.7.3.2 The Vendor's participation in oral interviews and presentations.
 - 5.7.4 After interviews and the selection and ranking of SOQ's, the SOQ ranked Number 1 will be presented to the City Council for approval. If approval is given, the City and that Vendor will begin negotiations on a Contract for the design, construction, operation, maintenance and funding of the Project's cultural venues. If the City and the Vendor are unable to negotiate an acceptable Contract for the Project, the City may terminate negotiations and the SOQ ranked Number 2 will be presented to the City Council for approval. If approval is given, the City and that Vendor will begin negotiations on a Contract. The City may continue this process until it has successfully negotiated the desired Contract that is most advantageous to the City. If the City is unable to negotiate an acceptable Contract with any of the ranked Vendors, the City may reject all submittals and either begin a new RFQ process or end the process.

- 5.7.5 The Vendor and the City Attorney's Office will finalize the Contract implementing the preferred submittal, for presentation to the City Council.
- 5.7.6 The preferred Vendor shall execute the Contract.
- 5.7.7 City staff will make a recommendation to the City Council.
- 5.7.8 The City Council will decide whether to award the Contract. Only the City Council has authority to make the final selection and the award of a Contract.
- 5.8 Vendor Contract Effectiveness. City is free to withdraw or modify this RFQ at any time. Vendors proceed at their own risk as to any expenditures, commitments, forbearances, or other actions in anticipation of a possible contract with City. City will not be bound by any contract or any other duty relating to this RFQ or SOQ unless and until a final written contract is executed and delivered to the Vendor by City's agent pursuant to a specific resolution formally approved by the City Council. All SOQ's submitted remain in effect as irrevocable offers to the City for a period of 90 days after the submission deadline. SOQ's may remain as binding offers beyond that time with the Vendor's consent. All materials and documents submitted by the Vendor in response to this RFQ will become City's property and will not be returned.
- 5.9 Withdrawing or Modifying a Statement of Qualification. At any time before the deadline for submitting SOQ's, a Vendor may modify or withdraw its SOQ. Any SOQ modification or withdrawal must be in writing, executed by the Vendor, and submitted before the submission deadline.
- 5.10 Disqualification. City reserves the right to disqualify a Vendor. The following are grounds for disqualification:
 - 5.10.1 Any real or apparent conflict of interest whether disclosed by the SOQ submitted or any other data available to City, or otherwise.
 - 5.10.2 Failure to comply with this RFQ.
 - 5.10.3 The Vendor's record of non-performance of its obligations to City or any third party.
 - 5.10.4 Disqualification is at the City's sole discretion.
- 5.11 Addenda and Other Changes to this RFQ. This RFQ may be changed only as follows:
 - 5.11.1 City reserves the right to amend, modify or cancel this RFQ without incurring any contractual or other obligations.
 - 5.11.2 A formal written addendum is the only official method of modifying this RFQ. Each addendum shall be a part of this RFQ as if the addendum were set out here in its entirety.
 - 5.11.3 City shall not be responsible for oral, written or other informal interpretation, clarification or additional information given by any elected or appointed official

or any employee.

5.11.4 City expressly reserves the right to:

5.11.4.1 Waive any defect or informality in any proposal or proposal procedures.

5.11.4.2 Reject any or all proposals.

5.11.4.3 Issue a new RFQ.

5.11.4.4 Procure or dispose of any property or services or other aspect of the project by any other means.

5.12 Governing Law. Any and all disputes arising under this RFQ or out of any SOQ shall be governed according to the laws of the State of Arizona. The venue for any such action shall be in Maricopa County, Arizona.

5.13 Information from City and Others. While City has attempted to supply correct information in this RFQ, all information herein and all information City may have previously provided or may yet provide is provided entirely without warranty. All Vendors should conduct their own investigation of the project and all other relevant information and independently confirm for themselves any information provided by City. City is not responsible for any information Vendors may obtain from third parties, including without limitation, information from any source mentioned in this RFQ. City does not warrant that any information City or others may provide is accurate or complete. City also strongly recommends that Vendors retain and seek advice from competent professional planners, engineers, attorneys and other advisors regarding this RFQ.

5.14 Indemnity. Each Vendor shall hold harmless and indemnify City, its officers, employees, agents, and representatives against all losses, claims, actions, judgments, and all liability for injury to persons, including wrongful death, damage to property, or both occurring, related to, during, or in consequence of this RFQ. Vendors release and shall have no rights, claims or remedies against City's officers, employees, agents or other representatives in connection with this RFQ or the Contract.

5.15 Waiver of Objections. Persons interested in this RFQ waive objections as follows:

5.15.1 By submitting an SOQ, Vendor agrees to be bound by this RFQ and waives objections to the RFQ.

5.15.2 Any objections must be made within 10 days after the Vendor, exercising reasonable diligence, knew or should have known of facts and circumstances upon which his objection is based. Failure to object within this 10 day period shall forever preclude the objection. The objection must be made in writing and hand delivered. No objections to facts or circumstances related to the process after SOQ submittal can be made after City Council award of a Contract.

5.15.3 Objections must be properly described and delivered to City at the address for submitting SOQ's. An additional copy must be simultaneously delivered to the City Attorney's Office, 3939 N Drinkwater Boulevard, Scottsdale, AZ 85253.

Objections must be marked "Loloma Parcel RFQ Objections".

- 5.16 Anti-subsidy Determination. At the time of Contract negotiations, the City must assure that the transaction is in compliance with the anti-subsidy provisions of Article 1, Section 3(O) of the Scottsdale City Charter,

VI. CONTRACT WITH CITY

- 6 Contract with City. Statements of Qualifications are subject to compliance with the following:

- 6.1 The Vendor will be required to enter into a Contract with the City.
- 6.2 The final Contract will be prepared by the City Attorney's Office drafted as necessary to incorporate the negotiated terms of the successful SOQ.

VII. COMPETITIVE FACTORS

- 7 Competitive Factors. SOQ's will be evaluated as follows:

- 7.1 SOQ's will be evaluated in light of City's vision for the Project as described in and implied by this RFQ, its attachments, and the various other constraints and opportunities affecting this Project.
- 7.2 Point values for different competitive factors have been set to include weighting of the competitive factors. The qualifying SOQ's with the highest number of points will be selected. No more than 3 SOQ's will be selected for Vendor interviews.
- 7.3 Statements of Qualifications will be ranked according to the following criteria as that criteria is more fully described elsewhere in this RFQ:
- | | | |
|-------|---|-------------|
| 7.3.1 | Center Parcel cultural venue and western themed museum. | (20 points) |
| 7.3.2 | Organizational Qualifications. | (15 Points) |
| 7.3.3 | Financial Capability. | (20 Points) |
| 7.3.4 | Facility Design and Construction. | (15 Points) |
| 7.3.5 | Operating Plan. | (20 Points) |
| 7.3.6 | Economic Impact. | (10 Points) |

VIII. SOQ CONTENTS

- 8 SOQ Contents. Each SOQ must contain the following items, in the order listed. (If submitting an alternative SOQ as permitted by Section 1, Overview of Project, please state at the top of your proposal, "Alternative SOQ.")

- 8.1 SOQ Summary. In 400 words or less, summarize your proposal for the particular type of cultural venue you are proposing for the western themed museum and the Center Parcel cultural parcel, describing their creative features, their marketability, and their compatibility with and benefits to Downtown Scottsdale. List at least three strengths and three weaknesses of your proposal for both cultural venues.
- 8.2 Vendor Introduction. In 200 words or less, introduce the Vendor including a description of his knowledge of the particular culture venue(s) being proposed and his experience in managing that venue. List at least three strengths and three weaknesses of the Vendor.
- 8.3 SOQ Detail. Explain your proposal as follows:
- 8.3.1 Provide the detailed information requested in Exhibit "B" attached hereto, being careful to provide the information in the order set out in Exhibit "B".
- 8.3.2 In 200 words or less, summarize the contractual arrangements with the City that you believe are necessary to complete this Project.
- 8.3.3 If you propose to design and construct a venue(s), in 200 words or less, summarize your proposal for designing and constructing both venues, their estimated cost, how you propose to meet those funding needs, and the timeline for design and construction.
- 8.3.4 In 200 words or less, summarize how you will operate, manage and maintain both venues and provide the financial support necessary for this aspect of the Project.
- 8.3.5 Requests for changes to City financial investment contribution limitations for the design, construction, operation and maintenance and other business points should be clearly set out in the Vendor's SOQ. Vendors should explain the business terms of their proposal but should not attempt to suggest specific wording for the Contract. This will be worked out in the contract negotiation process.

Your SOQ is not complete unless you include all items listed in Section 8 above.

Submitted by: _____

Title: _____

Name: (printed): _____

Signature: _____

Address: _____

Telephone: _____

Telefax: _____

Email: _____

Table of Exhibits

Exhibit A	Final Plat-Loloma
Exhibit B	Statement of Qualifications Contents
Exhibit C	Statement of Qualifications Affidavit

**EXHIBIT "A":
FINAL PLAT-LOLOMA**



EXHIBIT "B"
PROPOSAL CONTENTS

FOR EACH OF THE FOLLOWING CATEGORIES, PROVIDE IN YOUR SOQ A BASIC OVERVIEW OF HOW THE APPLICABLE GOAL(S) STATED IN SECTION IV OF THE RFQ WILL BE ACCOMPLISHED TOGETHER WITH THE INFORMATION REQUESTED BELOW.

1.1. Firm and Staff Qualifications Summary Letter and Reference List. If Vendor is joint venturing or contracting with another entity to carry out any significant portion of the Vendor's proposal, provide the information requested in this Section 1.1 and Sections 1.2, 1.3 and 2.1 for each member of the joint venture or the contracted party. (If the Vendor is a non-profit organization, it need not provide the information in Section 2.1.) Vendor's SOQ shall address the following key project areas:

- 1.1.1. Organization Name, main office address, local address (if different), office phone, fax, email address and organization web page address.
- 1.1.2. A brief description of the organization's primary business and any other associated business related activity involving the proposed cultural and/or museum industry. Include years of operation and the associated professional accreditations associated with your organization.
- 1.1.3. Describe previous experience performing work similar to that identified in this RFQ; include background and outcomes.
- 1.1.4. Reference List - Vendor's submittal should demonstrate previous experience performing work similar to the size and scope identified in this RFQ, including references of participation in other projects with similar scope and size to the proposed venue. Provide information on any other similar venues with which you have a working relationship. References supplied shall not be City of Scottsdale employees. The reference list provided should include a minimum of:
 - 1.1.4.1. Organization Name
 - 1.1.4.2. Contact Name
 - 1.1.4.3. Contact Phone Number
 - 1.1.4.4. Contact Fax Number
 - 1.1.4.5. Contact Email Address
 - 1.1.4.6. Project Date
 - 1.1.4.7. Project Description and Size
 - 1.1.4.8. Ultimate Project Outcome and Results

- 1.2. Organizational Structure Approach.** Vendor's SOQ should provide copies of the resumes of all key project personnel attached at the end of the Vendor's submittal. All resumes shall include a brief summary of past accomplishments, academic credentials, Professional Certifications, Professional Association Memberships, etc.), if any.
- 1.3. Industry Knowledge-Additional Information.** In narrative form, demonstrate your organization's knowledge of the museum industry and the Center Parcel cultural venue industry you are proposing and your philosophy regarding addressing issues related to the specific Project industries you are proposing.
- 1.4. Local Knowledge-Additional Information.** Demonstrate the Vendor's familiarity with the City of Scottsdale local environment, economy, and other local issues pertinent to this Project which enhances your qualifications to successfully facilitate the RFQ. In narrative form, demonstrate your organization's local knowledge and your philosophy regarding addressing issues related to this specific project.

2. Financial Capability.

- 2.1. Financial Strength and Viability.** The financial viability of the selected Vendor is of considerable importance to the City. Financial information shall include a minimum of the following items:

2.1.1. If Vendor is a Privately held company:

2.1.1.1. Income Statements - Last two (2) available years, with audited statements preferred.

2.1.1.2. Balance Sheets - Last two (2) available years, with audited statements preferred.

2.1.1.3. Current Business Plan and/or Management Outlook.

2.1.2. If Vendor is a Publicly held company:

2.1.2.1. Audited Income Statements - Last two (2) available years.

2.1.2.2. Audited Balance Sheets - Last two (2) available years.

2.1.2.3. Current Business Plan and/or Management Outlook.

2.1.3. "Notes" to the Financial Statements and/or Annual Reports.

- 2.2. Pro Forma and Business Plan Approach.** Vendor's SOQ should address the following key project areas for each of the venues, as may be applicable:

2.2.1. Revenue projections including, at minimum:

2.2.1.1. Admissions/ticket sales.

2.2.1.2. Gift shop.

- 2.2.1.3. Programs and workshops.
- 2.2.1.4. Catering.
- 2.2.1.5. Sponsorships.
- 2.2.1.6. Fundraising.
- 2.2.1.7. Other revenue types.
- 2.2.2. Expense projections including, at minimum:
 - 2.2.2.1. Personnel.
 - 2.2.2.2. Utilities. Maintenance.
 - 2.2.2.3. Exhibits.
 - 2.2.2.4. Gift shop.
 - 2.2.2.5. Fundraising.
 - 2.2.2.6. Sponsorships/memberships.
 - 2.2.2.7. Marketing.
 - 2.2.2.8. Contractual services.
 - 2.2.2.9. Security.
 - 2.2.2.10. Insurance.
- 2.2.3. If proposing to design and construct the capital improvements, explain whether or not an operating shortfall is forecasted. If so, explain how it will be covered.
- 2.2.4. Explain in detail the contingent protections that the Contract will provide to the City should the Project not be completed or the Vendor's management of the Venue ends before the expiration of the Contract, including the disposition of any art collections, exhibitions, artifacts, or other personal property specific to each cultural venue.

Provide a full capital, operational and maintenance funding analysis. Explain your potential for fund raising support.
- 2.2.5. State your projected general admission revenue total for years 1 through 5. Provide the method.
- 2.2.6. Explain whether or not your organization anticipates admissions/tickets, events, gift shop and other revenues will cover operating and/or maintenance expenses.
- 2.2.7. Describe any opportunities regarding accommodating city requests for use of space as requested for events like State of the City, etc. and minimum number

of hours of non-public events as related to your organization's revenue and fundraising projections.

2.3. Fundraising Plan and Sponsorship Plan. If the Center Parcel cultural venue has no fundraising/sponsorship plan, so state. Vendor's SOQ should address the following key project areas, as may be applicable:

2.3.1. Explain how many and what level of staff will be devoted to sponsorship and fundraising for each facility.

2.3.2. Explain how/what you would do to differentiate your proposed cultural venues from other similar venues for the purposes of fundraising and sponsorships; from other organizations.

2.3.3. Provide a fundraising and sponsorship plan including budget projections.

3. Facility Design, Construction and Capital Contribution Plan.

3.1. Proposed Design, Construction Plan and Capital Contributions. If the Vendor elects to design and construct a Venue(s), the Vendor's SOQ should identify his concepts for each proposed cultural venue's physical structures and any requirements to meet the needs of the Vendor's business plan and demonstrate his ability to fund capital costs required that exceed the City's maximum contribution. The proposal should also include a marketing study specific to that proposal and presentation of information concerning outreach to the community and the neighborhood. As to the museum, if the Vendor's facility concept differs from the 2006 Feasibility Study's concept, explain how the City's goals will be achieved. Any such alternative proposal should include a marketing study specific to that proposal and presentation of information concerning outreach to the community and the neighborhood.

3.2. Space Allocations. Identify total square footage necessary for both the proposed western museum and the Center Parcel cultural venue and provide a breakdown of space allocation for the property for each on the Loloma Parcel.

3.2.1 Provide cost estimates for the design and construction of your concept for each of the cultural venues. Describe your design philosophy for the overall capital Project.

3.3 Capital Contribution Plan. Provide plan for funding capital improvements for each cultural venue that will be required beyond any contribution by the City, if any. Demonstrate ability to contribute to capital costs required over and above the City's maximum contribution. The plan must incorporate the city's public art requirement equal to 1% of the building valuation.

3.4 Schedule and Timing Plan and Approach. If the Vendor proposes to design and construct the venue(s) capital improvements, provide the proposed timeline for the design and construction of each venue, including a list of key milestones and time line for major required events from point of council award to grand opening of the proposed cultural venues.

4 Operating Plan.

4.1 Center Parcel Cultural Venue Plan. Describe your operating plan for this cultural venue in sufficient detail to give the City a good understanding of what you are proposing for this venue, including the information required in Section I, Overview of Project.

4.2 Museum Art Collection Procurement Plan. Describe your operating plan for the museum and your plan for art collection procurement and include the following:

4.2.1 Describe art collection:

4.2.1.1 Provide information regarding the significance of the art collection as described by AAM standards.

4.2.1.2 Describe quantity of art collection.

4.2.1.3 Provide estimated value of art collection, number of pieces (artifacts, visual images, etc.), hours of video-appraised and documentation sent with submittal. Provide information and photos of collection.

4.2.1.4 Provide plan for rotation of art collection; include frequency of rotation and percentage of collection rotated by quantity and by value.

4.2.1.5 Provide minimum value of art collection to be kept in museum at all times.

4.2.1.6 If the Vendor terminates its management contract before the end of the Contract term, include a plan for the disposition of any art collections, exhibitions, artifacts, or other personal property specific to each cultural venue.

4.3 Programming Plan. Vendor's SOQ should address the following key project areas, as may be applicable:

As to the Museum:

4.3.1 Describe space allocation in terms of square footage devoted to the exhibition of collections and other types of programming. This excludes the amount of square footage dedicated to non-programming uses such as offices, storage areas, prep areas, conference rooms, rest rooms, gift shop, vending/café areas. Describe programming design philosophy.

4.3.2 Describe offerings for classes, conferences and symposia, lectures, live performances.

4.3.3 Describe programs in terms of types and frequencies.

4.3.4 Provide examples of the types of art and exhibits, how they will be displayed-provide samples and use sketches, photos, video, audio or other appropriate mediums to allow the Selection Panel to "experience" your organization's vision as much as possible. To the best of your ability present this information in a

way that the selection panel can "feel" your innovation: models, renderings, samples, video and audio.

- 4.3.5 Describe how you would link this site to other tourism sites (cultural and non-cultural).

As to the Center Parcel Cultural Venue:

- 4.3.6 Describe your Programming Plan as relates specifically to the cultural venue you are proposing, including but not limited to, types of programming, days and hours of operation, public offerings, and public use of the venue, if any.

4.4 Marketing Plan. Vendor's SOQ should address the following key project areas:

- 4.4.1 Explain how many and what level of staff will be devoted to development and marketing of the Center Parcel cultural venue and the museum.
- 4.4.2 Explain what is innovative about your concept. Explain how/what you would do to differentiate the Center Parcel cultural venue and the museum from other similar venues. Differentiate the proposed cultural venues from other attractions.
- 4.4.3 Provide a marketing plan including budget projections for each venue.

4.5 Membership Plan. If the Center Parcel cultural venue has no membership plan, so state. Vendor's SOQ should address the following key project areas:

- 4.5.1 Describe types of memberships available for both facilities and the number of memberships expected, if any.
- 4.5.2 Describe the cost for each membership type.
- 4.5.3 Provide a projection of the annual income to be raised from memberships.

4.6 Gift Shop Plan. If the Center Parcel cultural venue has no gift shop, so state. Vendor's SOQ should address the following key project areas:

- 4.6.1 Provide a plan for gift shop operations/offerings that will not to compete with local theatres, galleries and storefronts but rather enhance the surrounding community.
- 4.6.2 Provide an estimate of the annual income to be generated from sales.

5 Economic Impact.

5.1 Economic Impact to Downtown. The purpose of this analysis is to understand the economic impact on Downtown Scottsdale of both the museum and Center Parcel cultural venue: (1) Economic contribution of each to the community; (2) Guest lodging patterns of the museum and the Center Parcel cultural venue. Vendor's SOQ should list any assumptions made, provide sources of information and address the following key project areas:

- 5.1.1 If the Vendor is making an alternative proposal to that provided in the 2006 Feasibility Study for the western museum, such alternative proposal should include a marketing study specific to that proposal and presentation of information concerning outreach to the community and the neighborhood. Provide a market analysis and demand model for the Center Parcel cultural venue, include methodology.
- 5.1.2 Provide estimations for economic impact, include methodology.
 - 5.1.2.1 Total on-site spending at the museum and the Center Parcel cultural venue, separated by venue.
 - 5.1.2.2 Total off-site spending, an example of off-site spending includes: lodging, shopping (clothing, jewelry, art, other), dining and entertainment.
- 5.1.3 Describe plan for attracting repeat visitors. Provide estimates for number of visitors and the frequency of visits.

EXHIBIT "C"
STATEMENT OF QUALIFICATIONS AFFIDAVIT

STATE OF ARIZONA)
) ss.
CITY OF SCOTTSDALE)

For himself or herself personally, and on behalf of _____ a (the "Vendor"), the person who signs this affidavit covenants, warrants, represents and certifies to the City of Scottsdale ("City") for its reliance all of the following with respect to the Request for Qualifications (the "RFQ"):

1. Vendor has read and understands all of the provisions of the RFQ.
2. Vendor's SOQ fully complies with the RFQ and meets or exceeds the specifications contained in the RFQ.
3. Vendor has received the listed addenda to the RFQ and understands that they are part of the RFQ.

Addendum #_____ Dated:_____, 20__

Addendum #_____ Dated:_____, 20__

Addendum #_____ Dated:_____, 20__

Addendum #_____ Dated:_____, 20__

4. Vendor has submitted all information requested by City and it is true, accurate, and complete.
5. If the SOQ is selected, Vendor will immediately enter into the lease and commence to fully perform there under.
6. I am and will remain authorized to prepare and submit the SOQ for Vendor, execute for Vendor the Contract arising from and related to the RFQ, and otherwise represent Vendor in every way relating to the RFQ and any resulting Contract.

7. Except as may be expressly explained in the SOQ, the SOQ was made only in the interest of Vendor and not in the interest or behalf of any other person, partnership, company, association, corporation, organization, or entity. The SOQ is genuine and not a sham or collusive.
8. Neither Vendor nor any of Vendor's officers, partners, owners, shareholders, agents, representatives, employees, or parties in interest has in any way done any of the following:
 - 8.1 Colluded, conspired, agreed or otherwise communicated, directly or indirectly, with any person, firm, corporation or other Vendor or potential Vendor in regard to the amount, terms, or conditions of the SOQ. No such communication shall occur prior to the official opening of the SOQ.
 - 8.2 Paid, agreed to pay or been required to pay to anyone directly or indirectly, any money or other valuable consideration for assistance in procuring or attempting to procure the Contract or influence in any way the prices or other contents of the SOQ or the SOQ of any other Vendor. No such money or other reward will be paid.
 - 8.3 Beginning on the date the RFQ was issued, neither recommended nor suggested to City, or any of its officers, agents, representatives or employees, any terms or provisions set forth in the SOQ, except at a meeting open to all interested Vendors, of which proper notice was given.
9. This affidavit shall be effective and deemed repeated and executed anew in its entirety as of the date the SOQ is submitted, as of the date SOQ's are opened, and as of the date the Contract is executed.

Vendor Name Printed

By: _____
Authorized Agent Signature

Authorized Agent Name Printed

Authorized Agent Title Printed

STATE OF ARIZONA)
)
) SS
)
County of Maricopa)

The foregoing instrument was acknowledged before me this day of _____, 20____, by
_____ of _____ a _____

_____ Notary Public

My Commission Expires:
